Executive Safety Board

Command Status Report on Industrial Safety

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16 March 2004

Key Challenges

- High OPTEMPO in a hazardous industrial environment during depot level maintenance results in:
  - High overtime rates
  - High risk for mishaps
  - High risk for lost time work days
  - High risk for large Federal Employee Compensation Act payments
- Need to support the War fighter

Status Report

- **Maintenance Center Albany**
  - **2003 Recipient of Marine Corps Merit Award in Safety – Group IV**
  - **Over 800 employees involved in maintenance through depot level repair, overhaul, and rebuild, modification and fabrication, engineering and technical assistance, electronics testing, repair, and calibration—*Bottom line to return unserviceable equipment to serviceable condition!***
  - **During FY 2003, reduced total mishaps by 25%**
  - **During FY 2003, reduced lost time work day cases by 55%**
  - **During 1st five months of FY 2004, reduced lost time work day cases by 98% (three cases to date)**

Status Report

- Maintenance Center Albany Initiatives:
  - Safety Training Observation Program (STOP)
    - Commander and Deputy trained supervisors on STOP
    - Supervisors trained line managers on the program
    - Workers receive formal safety training every two weeks
    - Supervisors and union stewards trained on Workmen's Compensation and ORM
    - Supervisors required to conduct STOP observations each day
    - 4000 observations reported in FY 2003

Status Report

- Maintenance Center Albany Initiatives:
  - Safety Meetings
    - STOP observations reviewed during monthly meetings
    - Mishaps and corrective actions reviewed and discussed
    - Twice-a-day five minute “Safety Pauses” for workers to discuss good and bad observations
    - Supervisor responsible for bi-weekly safety meetings in each shop area; attendance is taken and tracked
  - Commander’s accountability
    - Commander or Deputy holds follow-up meeting with each mishap individual to discuss health status, mishap prevention, Command FECA costs, and to remind the worker of the Commandant’s

Status Report

- **Maintenance Center Albany Initiatives:**
  - **Clinic Partnership**
    - **Past visits to the clinic resulted in worker being sent home**
    - **The clinic now sends the employee back to work, and the organization finds light duty work for the employee**
    - **Result is significant reduction in lost time work days**
    - **Only three lost time work day cases in first five months of FY 2004**
  - **Changes in Business & Management Practices**
    - **ISO 9001 Certified to 2000 Standard**
    - **Documented processes: *"Say what you do, and do what you say."***

Status Report

- **Maintenance Center Albany Initiatives:**
  - **Changes in Business & Management Practices**
    - **Implemented "Theory of Constraints"**
      - **The Change in work processes changed the work hazard environment, Steps 1 through 5:**
        - ***identify the constraint, exploit the constraint, subordinate everything to the constraint, elevate the constraint, go back to step 1 (do not let inertia set in)***
      - **Now doing more work in less time resulting in fewer opportunities for mishaps**

Status Report

- Maintenance Center Albany Initiatives:
  - Changes in Business & Management Practices
    - Implemented “Lean Thinking 6S Concept”
      - Sort: Get rid of what’s not needed. Be ruthless!
      - Straighten: Organize what belongs (Parts & Materials)
      - Scrub: CLEAN EVERYTHING (equipment, floors, walls)
      - Standardize: Assign tasks. How will you keep your shop clean and organized, and who will do it?
      - Safety: Always put safety first!
      - Sustain: Audit shops. Create checklists.

Status Report

- **Maintenance Center Barstow Initiatives:**
  - **Initiated Commander involvement**
  - **Despite the setback of a single class A mishap in October 2003, Maintenance Center Barstow experienced reductions in its mishap rate**
    - ***REDUCED total mishaps by 46% during 1st five months of FY 2004!*** **(30 days left in 2d quarter)**
  - **Changes in Business & Management Practices**
    - **Implemented "Lean Thinking 6S Concept"**
    - **ISO 9001 Certified to 2000 Standard**
    - **Implemented "Theory of Constraints"**
    - **Partnership with Clinic & Hired Occupational Health nurse for first aid triage**

Issues

- The Marine Corps changed its definition of reportable mishaps:
  - Now required to report minor first aid cases in MARTRAK
  - Expectation is to see a Marine Corps wide increase in class C and class D mishap reporting
  - The increase should not be alarming but merely a reflection in the change in reporting requirements
- No one solution to reduce mishaps. It requires an organizational effort!

Future Goals

- **Industrial Safety is highly visible at LOGCOM**
  - **High OPTEMPO, increased production , and lowering mishap rate**